CAFC-95-08M

FACULTY OF COMMERCE AND ADMINISTRATION
CONCORDIA UNIVERSITY
MINUTES OF THE SPECIAL FACULTY COUNCIL MEETING
HELD
FRIDAY, SEPTEMBER 29, 1995

Present: M. Anvari (Chair)
A. Ahmad (Fina.), S. Alvi (Econ.), K. Argheyd (Mana.), B.Ashforth (Mana.), V. V. Baba (Mana.), C. Bayne (DS&MIS), J. Craighead (Acco.), A. Del Bianco (CASA), D. Doreen (DS&MIS), R. Elie (CASA), M. Gero (CASA), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), J. Hall (Mana.), A. Hochstein (MBA), A. Jain (Fina.), A. Jalilvand (Fina.), G. Johns (Mana.), V. H. Kirpalani (Mktg.), S. Ladouceur (CASA), A. Lavack (Mktg.), R. Molz (Mana.), D. Morin (Assoc.Dean), K. Norman (CASA), R. J. Oppenheimer (Mana.), F. Rashkovan (Mana.), J. A. Rosenblatt (Assoc. Dean), F. Simyar (Assoc.Dean), D. Srinivasan (CASA), T. J. Tomberlin (Assoc. Dean), M. Veloso (CASA)

Absent with regret: D. Ballou, T. Bui, S. Hoffman, S. Lorber, G. Martin, J. McKenna

I **Call to Order**
The meeting was called to order at 09:07.

II **Approval of the Agenda, CAFC-95-08A**

IT WAS MOVED BY J. HALL AND SECONDED BY R. J. OPPENHEIMER THAT THE AGENDA, CAFC-95-08A, BE APPROVED AS PRESENTED.

The mover and the seconder agreed that the agenda be amended to include the curriculum revision for the B. Comm. Major in Economics and the B. Comm. Honours in Economics. The document, CAFC-95-08A-04 was distributed to members of Faculty Council.

The mover and the seconder agreed that the agenda be amended to include as item III, Questions to the Chair.

THE MOTION TO APPROVE THE AMENDED AGENDA WAS CARRIED UNANIMOUSLY.

III **Question Period**

The Chair was asked to bring the draft document entitled Rights and Responsibilities to Faculty Council and to Senate. The Chair replied that he would be attending a one-day meeting to discuss the draft and agreed that if it were the wish of the Council, he would arrange for the Council to have the opportunity to discuss it.

In response to a request for the Faculty Research and Ethics committee to develop a simplified method of handling research questionnaires while respecting the SSHRC specifications for the research involving human subjects, T. J. Tomberlin suggested that a formal motion be made.

IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY R. MOLZ THAT FACULTY COUNCIL REQUEST THE FACULTY RESEARCH AND ETHICS COMMITTEE TO DEVELOP AND RECOMMEND A SIMPLIFIED MANNER OF PROCESSING QUESTIONNAIRES IN FACULTY RESEARCH AND COURSE WORK THAT WOULD COMPLY WITH THE SPECIFICATIONS OF SSHRC FOR RESEARCH INVOLVING HUMAN SUBJECTS.

THE MOTION WAS CARRIED UNANIMOUSLY.

IV **Closed Meeting**

1 [redacted]

IV **Open Meeting**

1. **Executive MBA Curriculum Revisions - CAFC-95-08A-02**

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY R. J. OPPENHEIMER THAT FACULTY COUNCIL APPROVE SPEAKING PRIVILEGES FOR THE DIRECTOR OF THE EMBA PROGRAMME, K. ARGHEYD.

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY Z. GIDENGIL THAT FACULTY COUNCIL APPROVE SPEAKING PRIVILEGES FOR THE CHAIR OF THE EMBA CURRICULUM COMMITTEE, A. JAIN.

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY Z. GIDENGIL THAT FACULTY COUNCIL APPROVE THE EXECUTIVE MBA CURRICULUM REVISIONS AS PRESENTED IN DOCUMENT CAFC-95-08A-02.

K. Argheyd explained that the present curriculum was not meeting the needs of the business community. A. Jain highlighted the specific changes recommended in document CAFC-95-08A-02. He explained that the revision process which began in May included an examination of the curriculum of other business school EMBA programmes, and considered the feedback compiled from the business community, the alumni and current EMBA students. He noted that although the modules would be taught by various professors, the integration and appropriate sequencing of the material would be ensured by the course coordinators who would provide the expertise for each of the managerial roles.

A. Jain asked for the Council members to approve the proposed structural revision, pages 1 - 11, and allow time for the committee to identify these experts who would develop the detailed descriptions of the topics. He explained that the balance of the document, which is only provided to demonstrate to Council the feasibility of the proposal, is open to change.

A. Jain distributed the amended copies of pages 5 and 6, highlighted the details and noted that the format had been changed in compliance with the recommendations of the School of Graduate Studies.

IT WAS MOVED BY J. HALL AND SECONDED BY V, V. BABA THAT FACULTY COUNCIL APPROVE SPEAKING PRIVILEGES FOR THE PAST DIRECTOR OF THE EMBA PROGRAMME, P. BRUNET.

THE MOTION WAS CARRIED UNANIMOUSLY.

In response to a question about the competitive advantage of the proposed curriculum vis-à-vis other EMBA models, K. Argheyd identified the trendy and innovative modular approach to a curriculum that parallels corporate reality as the competitive edge. He commented that extremely positive feedback has been

received from EMBA alumni and business contacts who have had a preview of the proposal. With regard to the teaching expertise required for staffing the modules, he stated that the challenge outweighs the risk of maintaining the status quo. As to the question about a shift in the pedagogical paradigm he advised that there would be a shift to the extent that there would be extensive integration in the programme and increased flexibility in the content.

The content of the Financial Accounting courses in the role of decision-maker and planner was questioned since only four of the fourteen hours are actually related to using financial statements in a decision-making context. It was suggested that a user approach to financial statements may be more relevant for the EMBA students which would alter the content and coverage of the material. A. Jain confirmed that the content is flexible depending on the view of the Accountancy course coordinator. K. Argheyd pointed out that this flexibility is one of the advantages of the modular approach.

K. Argheyd confirmed that the Research Paper has been retained based on the positive feedback from exit interviews.

In response to a question about the ease of reducing the time required to complete the programme, A. Jain affirmed this flexibility and advised that the committee had already formulated two proposals to reduce the programme to eighteen or fifteen months. With regard to Wharton's curriculum ,which includes an outward bound module to focus on leadership and teamwork, he stated that the proposed revision could accommodate such a learning mechanism provided the programme had the appropriate resources.

It was confirmed that the Faculty Advisory Board has not yet seen the proposed curriculum revision. It was noted that the revision is essentially in form rather than in substante. Some concern was expressed about the first ten weeks of the programme being devoted to hard science courses. A more balanced coverage of the hard and softer disciplines and a larger reduction in the percentage of hard discipline modules was suggested. It was also suggested that more emphasis be given to ethics and industrial relations and less emphasis be given to law. Concern was expressed about the implementation of the modular delivery specifically the need to attract numerous, highly committed experts to teaching. A. Jain acknowledged that the first ten weeks would be strenuous.

He pointed out that the first ten weeks have been sequenced in such a way that, should the need arise, the same courses can be offered in both the EMBA and the AMBA. With regard to the notion of hard versus soft disciplines, he stated that while the programme emphasizes the human element of management, efforts have been made to ensure that the hard disciplines have not been watered down which conforms to the programmes offered by the best schools such as Wharton and MIT. With regard to the importance of ethics he drew attention to page CM: 6 module L5, entitled "Organization within the society" which includes managing diversity, ethics and social responsibility, and defining values of the organization, which he noted are all ethical issues. With regard to the substance, A. Jain reiterated that it was not the desire of the committee to have the topics approved at this time because the coordinators need the flexibility to continually enhance and update each module. With regard to the challenge of staffing the modules, A. Jain stressed the opportunity for the Faculty to develop expertise which would benefit all programmes and the opportunity for more faculty members to become involved in the programme for shorter periods of time.

In response to a question about the anticipated effect of the proposed revisions on the MBA, AMBA or undergraduate programmes, A. Jain stated that the model would be extremely difficult to implement in the MBA or undergraduates programmes. The model is applicable to unique programmes like the EMBA or AMBA where all the students follow the same timetable.

K. Argheyd read a letter from an EMBA alumni strongly endorsing the proposal. The development of a paradigm which ensures coordination and the flexibility to respond to change was commended and recommended as a framework for the Faculty. With regard to the commitment of faculty members, the importance of being prepared to support innovative change was stressed.

It was suggested that more emphasis be given to Human Resource Management. K. Argheyd explained that nothing has been deleted from the curriculum although the standard labels such as HRM are not applied. He confirmed that the HRM faculty, who had been consulted during the process, were satisfied with the content.

With regard to a concern about the lack of administrative control in the employment of external expertise, K. Argheyd stated that the control factor with external lecturers was comparable to that with full-time faculty members. With regard to a concern about ensuring

the necessary coordination, K. Argheyd advised that, based on his experience with the communications and research design course which was split into modules this past year, commitment to the approach has been demonstrated.

In response to a concern about the low percentage of time devoted to marketing, A. Jain reiterated that the discipline has not been reduced but rather integrated with the standard marketing label and gave assurances that the programme has the flexibility to accommodate changes as deemed appropriate by the coordinator.

With respect to a mechanism for ensuring faculty input for the course content in the programme, K. Argheyd clarified that the content has not changed, it has been integrated in the modules . The mechanism for changing the content consists of the Director ensuring that the coordinators meet and bring their recommendations to the EMBA committee. It was suggested that the coordinators request input from all faculty members. In response to a question, he confirmed that a fee schedule is in place to equitably compensate faculty members for their contribution to the programme.

In response to a question about introducing the programme with integrated topics, A. Jain advised that the committee had considered this model which is used by McGill but felt strongly about providing the foundations first since it could not be assumed that the students would fully understand the integrated modules without knowing the basics. With regard to the compensation plan, he advised that the EMBA committee has agreed to maintain the total budget for compensation. It was pointed out that since there will be more faculty members involved in the delivery of the programme, the maintenance of the same compensation budget would result in less money per class hour.

Strong concern was expressed about the human resource implications of the proposal for the EMBA programme and other Faculty programmes. It was cautioned that Faculty Council would be collectively responsible for the outcome in the event that courses and modules were not offered due to lack of human resources. It was asked if the committee had a fall back plan. K. Argheyd advised that the reduction in the amount of time commitment was beneficial in the case of communication and research design. He stated that he expected to be able to attract seven expert coordinators from the Faculty while the modules could be taught by

both internal and external resources. In terms of administration, he advised that the staffing process will begin earlier and two-year contracts could be considered. It was suggested that allowing faculty members to teach in more than one executive programme would be facilitative and rather than viewing the development of expertise in the Faculty as an expenditure of time, it could be considered an investment in the future of the Faculty. It was pointed out that the financial incentives offered to faculty members by the executive programmes have a negative impact on all other Faculty initiatives including the implementation of the new undergraduate core which serves 85% of our students.

The Chair cautioned the Council about the gravity of making a moral commitment by supporting this programme. One Council member stated that she would have to abstain from the vote on the motion because she was unable to commit herself to teaching in the programme. K. Argheyd suggested that it may be easier with the revised structure since the commitment is for four rather than thirteen sessions and a twelve-month commitment to EMBA committee work is no longer required.

It was emphasized that the issue at hand is not whether the EMBA should exist but whether the proposed curriculum revision would benefit the programme and the Faculty. Focus on the strategic operations rather than the tactical issues was encouraged. It was argued that maintaining the safety of the status quo would jeopardize the survival of the programme.

One Council member, while strongly supporting the EMBA curriculum revision, cautioned the Council to ensure that all future curriculum revisions include the resource implications of the proposed changes. It was suggested that the executive programmes be brought into the regular pool of teaching assignments.

THE MOTION WAS CARRIED (18 IN FAVOUR, 0 OPPOSED, 7 ABSTENTIONS)

The Chair introduced new Council members B. Ashforth, Department of Management, J. Craighead, Department of Accountancy, G. Johns representing the Full Professors, R. A. Long, Department of Accountancy, C. Vallejo, Modern Languages, and A. Hochstein, Director of the MBA Programme.

2. **DIA/DSA Curriculum Revisions - CAFC-95-08A-02**

IT WAS MOVED BY T.J. TOMBERLIN AND SECONDED BY A. JALILVAND

THAT FACULTY COUNCIL APPROVE THE PROPOSED CHANGES TO THE DIA/DSA PROGRAMME AS PRESENTED IN DOCUMENT CAFC-95-08A-02.

C. Bayne highlighted the rationale for the changes which was clearly articulated in the document.

It was suggested that the inclusion of the phrase "with applications in not-for-profit and sports organization" would be too restrictive. C. Bayne explained that this specification is in conformance with the recommendations stemming from the last programme appraisal. He also explained that the title is intended to clarify that the course is not entirely focussed on the not-for-profit and sports organizations.

The mover and the seconder agreed that the proposed description of DESC511 be amended as follows: last sentence - delete "Though not designed as a course in computer literacy....", replace with "The objective is to provide a basic management overview of information technology." The prerequisite would read: COMM 602 or an equivalent computer skills course.

In response to a question, C. Bayne explained that COMM 602 was a Faculty course which was a prerequisite for MBA and other courses.

The mover and the seconder agreed that the proposed description of General Administration be amended as follows: delete "This is not intended to be a separate specialization.", revised the following sentence to read - "Under certain circumstances, students may be allowed to combine specializations, for example Public Administration and Educational Administration.

THE MOTION WAS CARRIED UNANIMOUSLY (25 IN FAVOUR, 0 OPPOSED, 0 ABSTENTIONS)

3. **Curriculum revision for the B. Comm. Major in Economics and the B. Comm. Honours in Economics**

IT WAS MOVED BY D. MORIN AND SECONDED BY C. BAYNE THAT FACULTY COUNCIL APPROVE THE REVISIONS FOR THE B. COMM. MAJOR IN ECONOMICS AND THE B. COMM. HONOURS IN ECONOMICS AS PRESENTED IN DOCUMENT CAFC-95-08M-04.

D. Morin explained that the revisions reflect the new core which was just approved by Faculty Council.

THE MOTION WAS CARRIED UNANIMOUSLY (24 IN FAVOUR, 0

OPPOSED, 0 ABSTENTIONS

VI **Other Business**

There was no other business.

IT WAS MOVED BY V. V. BABA AND SECONDED BY J. HALL THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED (21 IN FAVOUR, 0 OPPOSED,2 ABSTENTIONS)

The next regular meeting of Faculty Council will take place on Friday, October 20, 1995 at 09:00 in room GM403-2.